



# Preparing Missourians to Succeed

## A Blueprint for Higher Education

### Public Hearing #6 – St. Joseph (DRAFT)

***Focus: Evolving concepts in educational delivery: Innovation partnerships: Western Governor's University and competency-based online education. Also: Missouri's technology infrastructure needs, evolutionary change in career/technical education.***

April 9, 2015

Heartland Foundation – empowerU

#### BACKGROUND

Higher education is quickly evolving in Missouri as the state's colleges and universities prepare students for the future. By 2018, an estimated 60 percent of all jobs in the state will require some form of postsecondary education.

Missouri has set a goal to increase the percentage of working age adults with a two- or four-year degree or professional certificate to 60 percent by the year 2025. Currently, about 49 percent of Missourians have a college degree or certificate.

Knowledgeable and skilled citizens are key to a strong economy, but the benefits of higher education extend far beyond meeting the state's workforce needs. Individuals who earn a postsecondary degree enjoy higher incomes and lower unemployment rates. They make healthier lifestyle choices and live longer lives. They are more likely to vote and volunteer in their communities.

The Missouri Coordinating Board for Higher Education is responsible for designing a coordinated plan to address the state's higher education needs. The last plan was adopted in 2008.

To keep pace with the state's higher education needs, the Missouri Department of Higher Education will spend the next year developing a new coordinated plan: *Preparing Missourians to Succeed: A Blueprint for Higher Education*. The final plan will be presented to the coordinating board for approval in December 2015.

The *Blueprint for Higher Education* will focus on four main areas:

- **Accessibility:** Improve college readiness and make higher education opportunities available to all students across the state.
- **Affordability:** Keep the cost of higher education within reach for Missouri families.
- **Quality:** Ensure students acquire the knowledge and skills they need for a rapidly changing world and workplace and support the need for resources to provide quality educational opportunities.
- **Completion:** Help students stay the course to finish a certificate or degree program.

## AGENDA

Convene – Steering Committee Co-Chairs *Deb Hollingsworth and Jim Anderson*

Welcome – *Christel Gollnick*, Communications Director, Heartland Foundation

*Pat Lilly*, President and Chief Executive Officer, St. Joseph Chamber of Commerce

Panel: Evolving Concepts in Education Delivery – Facilitated by Assistant Commissioner for Academic Affairs with Missouri Department of Higher Education *Rusty Monhollon*

Western Governors University and Competency-based On-line Education  
*Dr. Angie Besendorfer*, Chancellor

Innovation Partnerships

*Dr. Charles Ambrose*, President, University of Central Missouri  
*Dr. Utpal Goswami*, President, MCC-Maple Woods, Metropolitan Community College  
*Dr. John Jasinski*, President, Northwest Missouri State University  
*Elaine Metcalf*, Director, Lee's Summit R-7 Summit Technology Academy  
*Dr. Bill Nicely*, Superintendent, Kearney Public School District

Discussion with Evolving Concepts in Education Delivery Panel

Panel: Going the Last Mile – Missouri's Technology Infrastructure Needs to Support Education – Facilitated by Assistant Commissioner for Academic Affairs with Missouri Department of Higher Education *Rusty Monhollon*

*John Gillispie* – Executive Director, MOREnet  
*Mark Mabe* – Director of Information Technology Services, Missouri Western State University  
*Melissa Tebbenkamp* – Director of Instructional Technology, Raytown Quality Schools

Discussion with Going the Last Mile Panel

Panel: Evolutionary Change in Career/Technical Education – Facilitated by Deputy Commissioner for Missouri Department of Higher Education *Leroy Wade*

*Dr. Don Claycomb* – President, State Technical College of Missouri  
*Dennis Merritt* – Director, Hillyard Technical Center  
*Dr. Neil Nuttall* – President, North Central Missouri College

Discussion with Evolutionary Change in Career/Technical Education Panel

Public Comment

Adjourn

## **STEERING COMMITTEE ATTENDANCE**

**Dr. Don Claycomb**, President, State Technical College of Missouri, Linn

**Mike Thomson**, State Representative and Teacher (retired), Maryville

**Dr. Charles Gooden**, Dean of Student Affairs, Harris-Stowe State University (retired), St. Louis

**Deb Hollingsworth**, Vice President of External Affairs, AT&T (retired), St. Louis

**Dalton Wright**, Chair, Missouri Coordinating Board for Higher Education, Lebanon (*Ex-officio member*)

**Dr. David Russell**, Commissioner, Missouri Department of Higher Education, Jefferson City (*Ex-officio member*)

**Dr. Rusty Monhollon**, Assistant Commissioner of Academic Affairs, Missouri Department of Higher Education, Jefferson City (*Ex-officio member*)

**Tom Richmond**, Manager of Parts Distribution, Altec Industries, St. Joseph

**Dr. John Jasinski**, Chair, Council on Public Higher Education, and President, Northwest Missouri State University, Maryville

**Betty Sims**, Chair, Missouri Coordinating Board for Higher Education, St. Louis (*Ex-officio member*)

**Mike Franks**, Chief Executive Officer, Neosho Area Business & Industrial Foundation, Inc., Neosho

**Jim Anderson**, Vice President of Marketing and Public Affairs, CoxHealth, Springfield

**Pat Dillon**, Community Liaison, Mosaic Life Care, St. Joseph

**Robin Coffman**, Chief of Staff, Missouri Department of Elementary and Secondary Education, Jefferson City

**Dr. Kevin Gwaltney**, Executive Director, Joint Committee on Education, Jefferson City

**Jean-Paul Chaurand**, Chief Operating Officer, Guadalupe Centers, Inc., Kansas City

**Mike Downing**, Director, Missouri Department of Economic Development, Jefferson City

## **PUBLIC ATTENDANCE**

There were 50 members of the public in attendance.

## MEETING SUMMARY

Deb Hollingsworth, Vice President of External Affairs, AT&T (retired), co-chaired the Steering Committee and gave an overview of the agenda and how the hearing would proceed.

## WELCOME

**Christel Gollnick**, Communications Director, Heartland Foundation, welcomed the Steering Committee, staff and guests to the Heartland Foundation

- Dedicated in being a champion in education and empowering youth and adults. We help build healthy and thriving communities throughout our region.
- Began as a traditional hospital foundation managing charitable funds.
- The only foundation of our kind that is committed 100% of our annual programs operations on addressing the roots of our region's challenges.
- Transitioning to solely focusing on managing scholarships, grants and partnerships that are in line with our mission of education and empowerment.
- Campus opened in 2007, have served approximately 60,000 individuals, unique research and solutions center designed to inspire collaboration, creativity and innovation.

**Patt Lilly**, President and Chief Executive Officer, St. Joseph Chamber of Commerce, welcomed the Steering Committee, staff and guests to St. Joseph

**Evolving Concepts in Education Delivery Panel** Facilitated by Assistant Commissioner for Missouri Department of Higher Education Rusty Monhollon

Dr. Angie Besendorfer, Chancellor, WGU – Missouri:

- Not-for-profit, self-sustaining university
- Western Governors University was established for adults that are already working but needing to finish their degree. Students have had some previous college. Average age of students is 36.
- WGU's biggest school is the School of Business. Smallest school is School of Health.
- Only accept full-time, degree-seeking students.
- Guiding principles:
  - Shorter time to degree
  - Lower cost to students
  - Higher levels of student support
  - Personalized, empowered approach to learn
- Flat rate tuition (approximately \$6,000 per year) – students buy tuition for six month periods of time for all you can learn. Have not raised tuition in eight years.
- Filtering profits into scholarship programs.
- Competency-based education. Students take assessments to discover what they already know. Demonstrate knowledge in the course. Must receive a "B" or higher to pass. Students do not fail courses. They pass or continue with the course. Students determine their own due dates and when they feel they can complete an assignment.

- Student mentors are full-time faculty that calls the student every week with encouragement and advisement. Course mentors do one-on-one tutoring.
- Testing online. WGU sends the student a camera, they scan the room and someone monitors them the entire time.

Dr. Charles Ambrose, President, University of Central Missouri

Elaine Metcalf, Director, Lee's Summit R-7 Summit Technology Academy:

- Missouri Innovation Campus – represents the only K-16 partnership in the nation that is seamless between high school to a baccalaureate degree with 60% of the experience within workplace.
- Only 4% of high school students have access to an internship, yet college students point out internships to be the greatest value received with their degree.
- Guiding Principles:
  - Provides access to a college degree that costs less
  - Takes less time to the degree
  - Eliminates the skills gap so students are workforce ready with their degree
  - Eliminates the use of college student loan debt to pay for the degree
- Benefits for the private sector:
  - Gives direct access to talent
  - Internship is three years long on proprietary tools that companies need to make sure they are workforce ready
  - Recruitment costs
- Ingredients for success:
  - Must be a closer partnership between the secondary education and higher education
  - Must be a more seamless pathway between 2-year and 4-year institutions
  - The private sector and the competencies required to be competitive must be on the front end of the equation
  - The responsibility of outcomes must be shared
- Lee's Summit Technology Academy serves 18 high schools and growing. Some students may even come from home schooling and private high schools.
- We serve juniors and seniors only. They are there for a half-day program. The other half of the day, they are at their high school getting the college preparatory classes needed.
- The internships are three years long; therefore, the graduates are entering the workforce with three years experience.
- This is not for every student. It is very demanding and year-round.
- This is an easy program to do for 100 students. Scaling it is the challenge and finding those internships.
- All the ingredients are available in Missouri to create accelerated pathways and engage learning-based competency that can actually lower costs and deliver different outcomes.

Dr. John Jasinski, President, Northwest Missouri State University

Dr. Bill Nicely, Superintendent, Kearney Public School District

Dr. Utpal Goswami, President, Metropolitan Community College – Maplewoods:

- This is about partners and conversation. How K-12 leaders, higher education leaders (2-year and 4-year) and business partners come together for one common goal – student success. You must have shared values.
- Northland Center for Advanced Professional Studies (Northland CAPS). Consists of seven school districts, MCC, NWMSU and nearly 250 business partners.
- Lower cost and time to degree through applied and project-based learning elements with Missouri-based business partners
- Five strands:
  - Advanced manufacturing
  - Global business and entrepreneurialship
  - Medicine and Healthcare
  - Technology Solutions
  - Global logistics in transportation
- Curriculum:
  - Rapid prototyping
  - Team-based projects
  - Core competencies
- The internship setting is critical. Often our internships turn into paid internships and then employment.
- We have a huge investment in infrastructure which limits flexibility.
- We have lots of pilot projects, but not much scaling.
- We have to change the way we bring people to the workforce. We need to deliver quality information to students regarding the industries available in the workforce that they may not already know.

#### **Steering Committee discussion with panel members**

- ❖ What is crucial to sustaining these partnerships in the long run?
  - Put quality students in these internships.
  - Businesses have to find value in what is being proposed especially in internship programs.
  - Partnerships are driven at the speed of trust; and like-minded partners are critical.
- ❖ How does the CAPS program handle dual credit?
  - What is the course? What do we need to teach? Who will teach the dual credit course?
- ❖ Are these innovative programs doable in a large urban area and could all school districts in an area participate instead of small groups or just a few of the many school districts?
  - There are some limiting barriers such as student transportation

- ❖ In some communities you have the partnerships available without movement. In some communities you have movement to expand but are limited in resources.
- ❖ This is not an income-based program. Students just need to have the desire.
  
- ❖ If internships were available, delivering the outcome will not be difficult.
- ❖ Parents see this as a pipeline to their child's future. Students see the cool factor of learning while working.
- ❖ We have to get industry involved early in the process.
- ❖ How could this work in smaller, rural communities?
  - Smaller employers are an issue in rural communities.
  - Dual enrollment and dual credit could help some.
- ❖ What is the value of competency-based learning?
  - Acceleration and students knowing they can move quickly to the degree is significant.
- ❖ We need to teach students the value of continuing to learn and workplace-based education is important.
- ❖ Internships come in the last part of your post-secondary education, but should be explored in years one, two and three.
- ❖ Examples of collaborations with institutions:
  - WGU Missouri hosted an event that invited all the public universities and colleges to see how we do assessments, our faculty model, etc.
- ❖ Do you use the prototype curriculum to retrain current employees to keep skills up-to-date?
  - Most businesses that invite high school kids to come in are more forward thinking and already using some form of prototype curriculum.
  - Some use stackable credential models.
- ❖ How dependent is this model on funding? Could it be tuition driven? How do you pay for it?
  - The board of the Northland CAPS goal is to have this program be sustainable without outside funding.
  - Some of the programs being discussed are at a very high cost.
  - Northland CAPS is a tuition-based program. This is a bill school districts pay.
  - The students finance their degree from the work they are producing. Our interns are paid.
  - The legislature has a bill allowing for funding for Missouri Innovation Campuses.

**Going the Last Mile – Missouri's Technology Infrastructure Needs to Support Education Panel**  
Facilitated by Assistant Commissioner of Academic Affairs Dr. Rusty Monhollon

John Gillispie, Executive Director, MOREnet

- ❖ MOREnet is Missouri Research and Education Network
- ❖ Devices connecting to MOREnet doubles every nine months
- ❖ Investments will need to be made by MOREnet and its end user communities

Mark Mabe, Chief Information Officer, Missouri Western State University

❖ Four areas of importance for infrastructure:

- Budget – to maintain technologies and deploy new technologies
- Bandwidth – MOREnet provides high-speed internet that pushes information to the campuses
- Wireless Connectivity – more devices on the network and keeps growing
- Support Services – personnel that addresses security aspects, troubleshoot the problems with equipment, do the installs of new equipment and determine the upgrades needed

Melissa Tebbencamp, CETL, Director of Instructional Technology, Raytown Quality Schools

- ❖ We face the challenge of as we increase devices, how do we have the use of our communities with those devices.
- ❖ We have the opportunity of extending the classroom into the home, but many communities do not have the connectivity needed in the homes.
- ❖ We need to build an infrastructure to support the devices provided on campus and the bring-your-own devices.
- ❖ Student data privacy could be a concern with K-12 and higher education.

**Steering Committee discussion with panel members**

- ❖ Where do we stand in terms of a state meeting technology infrastructure needs? What kind of investments do we need?
  - MOREnet is in the process of increasing the backbone capabilities by a factor of 10. Today we run 10 gigabit waves. (That is more bandwidth than we had crossing the entire country 20 years ago.) We will have to go to 100 gigabit waves and will need multiples across the backbone.
  - These are not inexpensive upgrades. MOREnet will be the fourth research and education network in the country to make this type of investment.
  - This is driven by demand and end users. National standards say we should provide a megabit of service to every student in every classroom on a symmetrical basis by 2018. This will take substantial investment.
  - Higher education has more demand than K-12 schools due to distant learning.
  - The pace in which institutions have to upgrade systems has increased in speed.
- ❖ Could you use E-rate dollars to help with the bandwidth issue?
  - Funds were not available after funding priority one.
  - The decrease in priority one will exceed what we will benefit from in category two funding available to us.
- ❖ How are you addressing security issues?
  - Raytown invests a lot in educating staff handling student data.
  - MWSU does a train and trust; and it works the vast majority of the time.
  - MOREnet offers a number of services that help protect users.
  - There is a dramatic shift in kinds of attacks we are getting. Phishing is the biggest. Training the humans is the most critical in security.



- ❖ MOREnet has lowered rates every year for five years for its members. The funding issue is that schools now have to pay for MOREnet when it previously came directly from state appropriations.
- ❖ MOREnet provides service to public higher education institutions in Missouri, some independent higher education universities, K-12 school districts and libraries.
- ❖ Budget planning for technology infrastructure is crucial.

**Evolutionary Change in Career/Technical Education Panel** Facilitated by Deputy Commissioner for Missouri Department of Higher Education Leroy Wade

- ❖ Certificate and Associate Degree level programs in skill-based areas
- ❖ In 2013, over 200,000 students in Missouri were enrolled in some form of career and technical training.

Dr. Don Claycomb, President, State Technical College of Missouri

- ❖ Where did occupational education or technical education come from and where has it been?
  - From 1862 to 1958 technical education or career-based education was implemented as a result of threat to national security as war efforts.
  - 1963 federal legislation shifted to social issues and established area vocational and technical schools
  - 1960s and 1970s two-year institutions were primarily community colleges. Funding was based on credit hour and technical education received a higher rate per credit hour.
  - Then the A+ program was implemented.
- ❖ Where are we today?
  - Jobs are good.
  - With two year or less investment, it is easy to go into an occupation that pays in excess per capita and many times exceeds the average Missouri household income.
- ❖ Technical education challenges:
  - Programs are very expensive due to low student to teacher ratio, high dollar faculty, high dollar labs, rapidly changing technology and unprepared high school graduates.
  - The rigor for technical education programs is high.
  - It is a challenge keeping up with business/employer needs. Business and industry relationships are essential.
- ❖ We must have involved advisory committee members making certain programs produce students with the skills, knowledge and attitude that employers need.
- ❖ Proprietary programs are specific industry/employer based programs.
- ❖ We need to tackle the issues employers are interested in:
  - Skill application
  - Lifelong learning attitude development
  - Work ethic
  - Attendance

- Issues with drug use

- ❖ In education, performance follows funding.
- ❖ Is it time to look at a state wide system of governance?
- ❖ There is a lot of room for collaboration with business and industry. A strong majority of business leaders favor an increased level of collaboration through higher education institutions and businesses.

Dennis Merritt, Director, Hilliard Technical Center

- ❖ Cooperation between K-12 and higher education institutions is getting better.
- ❖ Our programs are free for the students in high school.
- ❖ Most of our students want a credential to get them into the workforce.
- ❖ All of our programs are national certified.

Dr. Neil Nuttall, President, North Central Missouri College

- ❖ We have the largest service region of any community college in the state. We have the smallest enrollment. We have the smallest local support base.
- ❖ We could not replicate all the technical programs throughout 50,000 square miles that we serve. We went to vocational technical directors and asked them to gear up their technical programs to industry standards and could we partner with you in that so that we could validate the programs your students are going through will be at the level where we can then move them to a certificate level, national standard and eventually those who want to take the next step into an AAS degree. We began the partnership.
- ❖ We went through the full accreditation cycle together. This was a unique model for the accreditation group. They had to recognize that it was a partnership.
- ❖ It was a model that was yielding successful and high-performing individuals that were being placed in high paying jobs.
- ❖ These students are eligible for A+ funds.
- ❖ Rural Missouri does not want our students to move to Kansas City. It is a global challenge for our community college that we have to be in a P-20 environment.
- ❖ We have to connect with businesses more than just internships. We have to build the capacity of the rural communities.
- ❖ Northwest Enterprise Facilitation Group has helped to initiate an enterprise through their efforts. The North Central Enterprise Facilitation Group partners with them in training our board to become an entity where we continue to expand in these counties.
- ❖ We began an initiative in the state with Department of Workforce Development to certify our counties as certified work ready communities.
- ❖ We have Occupational Therapy Assistants program with MU and community colleges. We could not afford to have this program on our own. This is much more cost effective.

**Steering Committee discussion with panel members**

- ❖ The three work keys/skills in order to be certified in the communities are Math, Communications and Language Arts. Those competency-based tests are developed by ACT.
- ❖ How do we change the perception that technical education is high paying, high skilled positions?
  - We need more businesses in our corner.

- We need to better inform high schools of these programs.
- ❖ Where do Hilliard graduates go?
  - Approximately 45 percent went to college last year. Most of those students went to a four-year college.
  - Last year's district placement rate was 83 percent.
- ❖ Are there funding challenges specific to technical education?
  - In the K-12 system, salary reimbursement is a big thing for us.
  - Districts do not have the money to support us.
  - Perkins funding is important.
  - 50/50 money for the equipment is beneficial.
  - State Technical College of Missouri could not have a CAT or International Truck program without the equipment these companies loan us.
- ❖ General education is becoming more and more important.
  - Companies require the technician that worked on the equipment to explain to the customer what was done and why it cost what it cost.

## **PUBLIC COMMENT**

- ❖ Joshua Bryant enrolled at WGU completing bachelors in science in accounting.
  - 32 years old
  - Transferred in with 32 credit hours
  - Father of four children and work full time
  - Needed something I could pick up and study on my own time
  - You can download portions of the program and carry it with you on your phone and study anywhere.
  - Very affordable
  - It can appeal to every type of learning style
  - You speak with your mentor every week
  - You can finish classes at your own pace
- ❖ Charles Gooden stated higher education at the state level has failed to fulfill some of the things that we admitted needed to be done. Communications are not taking place. Even successful programs and partnerships are not being communicated throughout the state. We also need to look at P-20 collaborations. We need to inform citizens better.

## **ADJOURN**

***Note:*** *The comments provided in this document do not represent a verbatim transcription of the comments received verbally and may incorporate some close paraphrasing by the record-keeper.*